



Request for Proposals

Taxi Industry Liaison and Market Readiness Study

Electric Minibus Taxi Introduction – South Africa

This document provides an overview of the assignment context relevant to the Subnational Climate Fund (SCF) Technical Assistance Facility, along with the goals of the mandate and the estimated scope of work requested from the consultant. Final details of the mandate should be covered in the subsequent proposal submitted by the consultant.

1. The Subnational Climate Fund

The SCF is a blended finance impact fund formed to pursue attractive risk-adjusted returns for private investors while generating measurable and certified environmental and social impacts. The Fund is focused exclusively on pursuing investments in mid-size climate infrastructure with nature-based solutions in various developing countries across Latin America and the Caribbean, Africa, the Mediterranean, and Asia. The Fund is managed by Pegasus Capital Advisors, a commercial Private Equity impact fund manager, and further benefits from a separate, grant-funded Technical Assistance facility managed by The International Union for the Conservation of Nature (IUCN) and implemented by Catalytic, IUCN, and Gold Standard.

2. Context of the Assignment

The SCF Technical Assistance Facility is supporting the structured introduction of a road-ready electric minibus taxi into the South African minibus taxi market. The initiative seeks to test, validate, and refine both the vehicle offering and associated rank-adjacent charging infrastructure model prior to commercial deployment.

The minibus taxi industry is a complex, highly organized, and politically sensitive ecosystem operating through national, provincial, regional, and local association structures. Successful introduction of a new vehicle platform — particularly one involving new energy infrastructure — requires structured engagement, deep consultation, and relationship-led negotiation across these structures.

Duration and possible extension

The assignment is funded through Technical Assistance support under the SCF. The initial term is ten (10) months from date of signature.

The contracting authority may, at its discretion and subject to mutual agreement with the Consultant, grant a no-cost extension to the contract period where additional time is required to complete the agreed scope of work or where delays occur due to factors outside the Consultant's reasonable control.



Any such extension shall not result in an increase in the total contract value and shall not involve additional financial commitments from the Technical Assistance Facility. The scope of services and deliverables shall remain unchanged unless otherwise agreed in writing.

Extensions shall be formalised through a written contract amendment.

3. Scope of Work

The consultant is expected to execute the assignment across the following six workstreams. Workstreams 1, 2, 3, 5, and 6 shall run in parallel from the outset. Workstream 4 (MOU negotiations) will be initiated once sufficient engagement groundwork has been established, expected from Month 3 onwards.

Workstream 1: National and Provincial Taxi Leadership Engagement

The Consultant shall:

- Conduct structured high-level engagements with national executive leadership of major taxi bodies;
- Conduct engagements with Provincial Executive Councils in multiple provinces;
- Ensure representation of diverse geographic and political perspectives;
- Present the electric vehicle and infrastructure concept;
- Facilitate open dialogue to surface concerns, risks, and expectations;
- Document meeting outcomes, conditions for support, and key sentiment indicators.

A minimum of ten (10) high-level leadership meetings shall be conducted over the assignment period.

Workstream 2: Provincial and Local Association Deep Dive

The Consultant shall conduct a structured engagement programme at provincial, regional, and local association levels to:

- Map key association leadership and influence structures;
- Identify early adopters and resistant stakeholders;
- Understand operational economics, financing constraints, and fleet replacement cycles;
- Assess readiness for infrastructure integration at rank level.

The Consultant shall develop a stakeholder mapping matrix categorizing associations by level of support, neutrality, conditional support, or resistance. Geographic coverage must ensure representation across multiple provinces to avoid regional bias.

Workstream 3: Experiential Focus Groups and Vehicle Demonstrations

The Consultant shall coordinate and facilitate a minimum of eight (8) structured experiential focus group sessions at selected associations. Each session shall include:

- Vehicle demonstration and explanation of technical features;
- Test drives by selected operators;
- Structured feedback collection;
- Discussion of charging logistics and rank integration;
- Dialogue on financing, warranties, and lifecycle economics.



Feedback shall be captured in a structured format to allow systematic analysis.

Workstream 4: Memoranda of Understanding (Pre-Commercial)

The Consultant shall negotiate non-binding, in-principle Memoranda of Understanding with selected associations to:

- Indicate appetite for participation in future pilots;
- Capture conditions precedent to participation;
- Identify infrastructure site opportunities;
- Surface concerns regarding governance, financing, or operational models.

The MOUs shall not create binding financial obligations. A target of three (3) to five (5) signed MOUs shall be pursued, subject to feasibility. MOU negotiations shall be formally initiated no later than Month 3.

Workstream 5: Government and Regulatory Liaison

The Consultant shall engage with relevant transport departments and regulatory authorities to:

- Understand licensing and regulatory implications;
- Identify infrastructure approval pathways;
- Surface compliance requirements;
- Align messaging between industry and government.

Workstream 6: Media and Public Narrative Advisory

Where required, the Consultant shall act as industry-facing spokesperson, provide narrative framing advice, support reputation risk mitigation, and advise on stakeholder communication strategy. This function shall be advisory and aligned with the project developer's communications policy.

4. Deliverables and Reporting

Governance and Reporting Arrangements

The Consultant shall report directly to Catalytic Finance Foundation and the Managing Director of FLEX EV. The Catalytic Finance Foundation acts as the implementing entity of the SCF Technical Assistance Facility. Governance arrangements shall include:

- Monthly workplan submission and approval by Catalytic;
- Monthly progress updates submitted to Catalytic;
- Formal milestone reports linked to payment (see below);
- Participation in structured strategy review sessions with Catalytic and the project developer as required.

The Consultant shall operate independently but in alignment with the strategic direction of the project developer. Catalytic shall provide written comments on each milestone report within ten (10) working days of receipt. The Consultant shall submit a revised version within ten (10) working days of receiving comments. Payment is released upon Catalytic's written approval of each milestone.

Milestone 1 — Inception Report (End of Month 1)



The Inception Report shall include:

1. Methodology and engagement approach;
2. Stakeholder database and mapping matrix (minimum 3 provinces);
3. Engagement calendar for the full assignment period;
4. Standardized focus group framework and materials;
5. Reporting templates for monthly progress updates.

Milestone 2 — Mid-Term Report (End of Month 5)

The Mid-Term Report shall include:

6. Summary of national and provincial leadership engagements to date;
7. Provincial and local association engagement synthesis;
8. Focus group findings and product-market feedback;
9. MOU progress update (negotiations initiated, draft templates);
10. Political, reputational, and operational risk register;
11. Strategic recommendations for the second half of the assignment.

Mandatory annexes: signed attendance sheets and meeting minutes for all engagements conducted to date.

Milestone 3 — Final Report and Presentation (End of Month 10)

The Final Report shall include:

12. Full synthesis of national and provincial leadership engagement;
13. Complete stakeholder sentiment baseline across all provinces covered;
14. Consolidated focus group findings and product improvement recommendations;
15. Signed non-binding MOUs (target: 3–5);
16. Pre-commercial infrastructure opportunity pipeline;
17. Consolidated barrier identification and mitigation strategy;
18. Strategic advisory summary for the commercialisation phase.

Mandatory annexes: signed attendance sheets and meeting minutes for all engagements conducted during the second half of the assignment.

The Consultant shall present the main conclusions of the Final Report to Catalytic and the project developer in a dedicated presentation session prior to final payment being released.

Key Performance Indicators

The following KPIs shall serve as reporting benchmarks throughout the assignment. They are not payment triggers but shall be documented in the mid-term and final reports and supported by the mandatory activity evidence annexes.

By end of Month 5 (Mid-Term)

- Minimum 5 high-level national or provincial leadership meetings conducted;
- Minimum 4 experiential focus groups conducted;



- Engagement across at least 4 provinces;
- Draft MOU template finalized; at least 2 MOU negotiations formally initiated;
- Written feedback captured from minimum 40 operators across focus groups.

By end of Month 10 (Final)

- Minimum 10 high-level leadership meetings completed;
- Minimum 8 experiential focus groups completed;
- Geographic representation across at least 6 provinces;
- Between 3 and 5 signed non-binding MOUs secured;
- Engagement with at least 3 government or regulatory bodies;
- Regulatory pathway memo submitted.

Format: All reports should include an Executive Summary, a table of acronyms, and a bibliography. Reports should follow the SCF's template for TA studies and be delivered in Word format.

5. Requirements

Applicants should demonstrate in their proposal that their project team meets the following qualifications:

- A minimum of fifteen (15) years' proven experience in South African taxi liaison work;
- Established relationships with national taxi structures;
- Established relationships with provincial executive councils;
- Demonstrated engagement history with government transport departments;
- A proven track record of structured industry consultation;
- Independence and absence of factional representation;
- Ability to operate tactfully, diplomatically, and professionally;
- Multilingual capability in relevant South African languages;
- At least three (3) written reference letters from major taxi bodies.

Documented evidence of prior assignments shall be provided during contracting.

6. Evaluation Criteria

Evaluation Criteria	Weight
Technical Qualifications and Experience — depth of existing relationships with national and provincial taxi structures; track record in structured industry consultation; independence and absence of factional representation	40%
Engagement and Delivery Approach — methodology for the 10-month programme; proposed sequencing of workstreams; approach to MOU negotiations and focus group facilitation	25%
Key Staff and References — profiles of principal staff; evidence of multilingual capability; minimum three written reference letters from major taxi bodies	20%



Budget and Value-for-Money — professional fees only; clarity of day-rate breakdown by staff and task; reasonableness relative to scope	15%
Total	100%

7. Indicative Timeline

Work is expected to commence immediately after the consultant is appointed. The assignment is expected to be completed within nine (10) months after signing the service contract. The delivery of services and reporting timeframes are anticipated to be as follows:

Activity / Deliverable	Indicative Timeline
Kick-off meeting Finalize methodology, stakeholder database, and reporting templates. Establish communication channels and confirm project schedule.	Month 1
Milestone 1 — Inception Report Stakeholder mapping matrix, engagement calendar, focus group framework. Submitted to and approved by Catalytic.	End of Month 1
Ongoing: national and provincial leadership engagement, focus groups, government liaison (Workstreams 1–3, 5–6 running in parallel)	Months 2–5
Milestone 2 — Mid-Term Report Progress synthesis across all workstreams; MOU negotiations update; risk register; strategic recommendations. Activity evidence (attendance sheets, meeting minutes) as mandatory annexes. Submitted to and approved by Catalytic.	End of Month 5
Ongoing: MOU finalisation, additional focus groups, regulatory alignment, infrastructure pipeline development (Workstreams 4–6)	Months 6–8
Milestone 3 — Final Report and Presentation Full assignment synthesis; signed MOUs; infrastructure opportunity pipeline; barrier mitigation strategy; commercialisation advisory. Presented to Catalytic and the project developer. Activity evidence as mandatory annexes.	End of Month 10

8. Form of Proposal & Requirements

Please prepare a brief proposal for the performance of this work, including the scope of work, project team and qualifications, and estimated costs.

1) Scope of Work

The scope of work should include a description of the specific activities that will be performed in order to accomplish the required tasks identified in Section 3. This should include any proposed site visits/reconnaissance, documents to be reviewed, interviews, etc.



If the Consultant feels that additional tasks or components within a required task are suggested or warranted, these should be stated and delineated as “Optional Tasks”.

2) Project Team and Qualifications

This should include the name of the principal staff members and any sub-contractors, and a brief description of their role within the project team. Qualifications of staff should include relevant technical capabilities, full CVs, specific previous experience similar to this assignment, specific in-country experience and knowledge.

3) Estimated Costs

A total consultancy fee estimate (not to be exceeded), in US Dollars, must be provided for the required scope of work. A breakdown of estimated costs by task must be presented in tabular format and should include Direct Labour Costs (number of days per staff member and associated unit costs).

Please note that the SCF Technical Assistance facility covers professional consultancy fees only. Operational costs associated with stakeholder engagement activities (e.g. venue hire, catering, vehicle demonstration logistics, and similar expenses) are not covered under this mandate and should not be included in your financial proposal.

Travel expenses incurred in the performance of the assignment (flights, local transport, and accommodation) will be reimbursed by Catalytic separately from the consultancy fee, subject to prior approval and submission of receipts, and should be separated from the consultancy fees in your financial proposal. Please also note that Catalytic is exempt from VAT; your financial proposal should therefore not include VAT.

4) Contract & Payments

The contract will be based on Catalytic’s standard terms of engagement, fixing a total consultancy fee on a lump-sum basis in US Dollars. Payments will be made in three instalments linked to the approval of the three milestone deliverables: Inception Report (Milestone 1), Mid-Term Report (Milestone 2), and Final Report (Milestone 3). Disbursement amounts shall be agreed during contract negotiation.

5) Conflicts of Interest & KYC Documentation

As part of the proposal, the Consultant shall confirm that they do not have a conflict of interest and that they are in a position to provide an adequate, accurate, and objective review. In addition, we will request an extract from the commercial registry and a passport copy for a KYC/DD check for shortlisted candidates.

9. Submission

Please submit your proposal before **Friday, 3 April 2026**, *Close of Business CET* by sending it to project@catalyticfinance.org and ole.ohlhoff@catalyticfinance.org